

**WSDOT/ACEC-WA Project Delivery Team**  
**January 6, 2006**  
**CH2M Hill, Bellevue, Washington**

**Attendees**

ACEC-WA

Rick Door  
Mary Holland  
Mike Mariano (absent)  
Lisa Reid  
John Villager  
Karl Winterstein

WSDOT

Kirk Berg  
Doyle Dilley  
Ron Landon  
Keith Metcalf  
Amir Rasaie  
Ken Smith  
Rick Smith  
Adele McCormick, Recorder

**Review and Finalize Meeting Agenda**

Duncan Findlay and Ken Smith

This will mainly be a working meeting to develop and refine the draft deliverables matrix.

**Recommendation No. 9 Co-Location Training and Collection of Lessons Learned**

Rick Smith

Handout: Change Recommendation Form

Getting together with someone who has already co-located needs to be a requirement for those going into co-locating.

How will this recommendation be implemented? This may just involve letting people know that this option is available and putting together a contact list of those who can help.

Will they get what they need out of a day of shadowing someone who has already done this? Can we put together a framework of topics that they should discuss?

How do we disseminate this information to the consultant community as well?

How is the decision made to co-locate a project?

**Action Item:** Rick Smith will develop a checklist of co-location issues and bring it back to the team to review.

Considerations for checklist:

Office layout

- Management needs to be located centrally
- Locate similar functions together
- Incorporate layout space
- Involve both the consultant and WSDOT staff in space planning

Office logistics

- Be sure there is enough equipment and that it is the appropriate equipment

Working hours

- Coordinate and disseminate schedules
- There may be scheduling issues, such as “necessary” people not being available on Fridays
- The core working hours need to be set so the team is together when they need to be

Communications

- Computer networking with and for all parties
- Phone networks

Responsibilities

- Who is responsible for everything

Ethics testing and training

- Internet use

Wage equity issues

- WSDOT people need to understand how consultant work is priced
- Little things like WSDOT personnel having double monitors when consultants don't

Authority to request or change work

- There is a need to control scope creep and getting off on tangents because it's easy to share ideas and everyone is so motivated
- There is a difference between coordination and direction
- This is a management issue

Change management process

- Everyone needs to understand it, know how to use it, and identify when change happens

Multiple partners that share the space besides the consultants and WSDOT

- Local agencies, cities, counties, etc.

Consultant personnel working on other projects in the co-located office

- Project manager does all his work there because of the time it would take to drive back to his main office
- Negotiate rent for the space when it's used for outside work
- Ethics/trust issue
- Consultant timesheets have to reflect the actual hours for the projects they are working on
- This is important for the project manager to share with all the staff

New office space

- Sit down ahead of time to figure out who will do what

- The start date can be affected by who is responsible for renting the building and buying the furniture. Consultants may be able to get this in place faster than WSDOT.

#### Project branding

- Decide whether to use one logo for the project or if everyone uses their own
- Business cards, stationery, etc.

#### Facilities/vehicles

- If vehicles are shared, how do you share insurance?
- If lunch is brought in, who can eat it and who can pay for it?

#### Dress code and breaks

#### Human resources issues

- Whose rules apply?
- Expectations
- Performance issues come up where diverse staffs are thrown together

#### Team building

- Are team-building exercises useful?
- What works and what doesn't?

#### Training

- Equity in training and what is necessary for training
- Make training accessible for everyone
- Is this a project cost or a consultant cost?
- Typically consultant training budget is outside project cost – what is project cost and what is an overhead cost?
- Consultant may send a couple people; WSDOT will send the whole team
- If we start asking consultants to use specific non-standard software, how do we deal with consultant training?
- Suggest bringing training to co-located office, rather than pulling staff into regular WSDOT training classes

#### Standards

- CAD, CAE
- Find the best way for the whole team

#### Project office

- If you are going to have a project office, how is the consultant going to charge? What is the overhead rate? To whom does it apply? If there is going to be a reduced rate, this needs to have agreement.
- Know who is supplying what and who is going to price this?
- What is the practical impact on the consultant's overhead? This is an important part of the contract.
- There isn't a set policy; there needs to be one

## **Prequalification and Changes to the Consultant Procurement Process**

Doyle Dilley

Handout: Awarding Engineering & Design Services Contracts Based on Brooks Act Requirements

The requirements of the Brooks Act affect the way we do prequalification for on-calls. One interpretation is that it does away with on-calls; another is that consultants on the on-call roster have to be interviewed again. We are in a hold pattern for a month or two to decide what this really says and means.

Look at federal funding; is the consultant needed for all or part of the project; is the work directly related to a construction contract? Design-build is a huge issue.

First thing to look at is if there is federal money TODAY. If it has a PIN or an associated federal aid number, it has federal dollars in it. This is still up in the air. Does it apply to right of way? If there is federal money in the PE, it covers the whole project. If there are only partnership funds in the PE phase, use the state process.

Don't change what you are doing until the Consultant Services Office decides what this means.

How does this impact how we do business in Washington State? We have procedures that are preapproved by FHWA.

**Action Item:** Rick Smith will talk to Don Nelson and Mike Horton will contact Kathleen Davis to ask them to write a letter to FHWA and tell them "This is how we are doing things." We need know how WSDOT will proceed.

We do not have rosters – our on-call consultants already have executed agreements. These firms are already under contract.

What about the GECs?

Get clarification of the Brooks Act and then proceed with this discussion.

**Action Item:** Duncan Findlay will compare the Washington State Brooks Act with the current federal interpretation. Our state law is more restrictive, but it is patterned after the federal law.

## **Deliverable Expectation Matrix**

Lisa Reid and Mike Mariano

Handout: Draft Matrix

Purpose of working session: Develop a set of expectations for deliverables by milestones to provide consistency.

Can we delete the Project Close Out and Archiving column? No, there are things that need to be there, such as lessons learned, consultant review, etc.

#### Discussion of the matrix

Now that we have the matrix set up, we should check with other states to see what they are doing.

The intent is to eliminate rework. Are the intermediate steps “deliverables?” We should include reviewers in the process of developing this matrix.

The original purpose was to set the expectation of what each reviewer should be asking for because currently different reviewers have different expectations – both statewide and within each region. The intent is to get rid of personal preference requests.

This is a “how to.” This is supposed to be a “what.” What needs to be done by this stage to go on to the next? This is for project delivery – a tool to help deliver projects faster.

Start with more detail and then weed it out later.

#### **Action Item:** Continue developing Progress Review Expectation Matrix

Kirk Berg	Work zone and traffic control Channelization
Rick Door	Roadside safety Survey and mapping
Mary Holland	Illumination Roadside restoration Signals ITS
Ron Landon	Utilities Right of way
Keith Metcalf	Soils and paving Hydraulics TESC
Amir Rasaie	Hydraulics TESC
Lisa Reid	PS&E estimates (including CRA and CEVP process) Specifications Signing
Ken Smith	Project management
John Villager	Geometrics Noise walls
Karl Winterstein	PS&E estimates (including CRA and CEVP process) Specifications

Send information to Lisa Reid a week before the next meeting. Include name and title. Don't turn revision mode off. Lisa will reconcile the submissions. Then the document will be given to reviewers to look at.

**Next Meeting**

February 3, 2006

Agenda items:

- Review Change Recommendation No. 9 - Co-Location checklist.
- Review the draft of the Progress Review Expectation Matrix
- Brooks Act comparisons (big vs. mini; state vs. federal)